October 1949

MEMORANDUM FOR: EXECUTIVE

SUBJECT: Agency activities relating to coding and abstracting
of intelligence information.

REFERENCE: Management memo to AD/OCD, 16 September 1949, same
subject.

1. Reference memorandum is forwarded for your perusal and action.
In my opinion it does not, however well-intentioned, contribute anything
of value to the Agency at the present time. I believe it should either ILLEGIB
be scrapped or placed in cold storage for future reference.

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2. If acted upon, these recommendations would either abolish the
[ ] functions entirely, (just
at the time when the two Registers are getting on their feet and begin-
ning to produce as was long ago planned by Management), or else would
transfer them on paper to the CIA Library which would have to absorb
the present Register files and staffs.

3. The proposal that ORE and OSI branches perform all coding and
abstracting represents over-enthusiastic approval by Management of an
OCD experiment (originally undertaken in the face of Management disap-
proval) which is proving successful. I welcome, and am grateful for,
Management's generous readiness to change its stand on the problem; but
I am absolutely certain that our work toward a successful solution would
be just as disastrously affected by Management's present proposal as it
would be by diehard opposition. The experiment is producing good results,
and OCD proposes to push it as far as possible with the means available,
but it must be furthered on a step-by-step and day-to-day basis - as is
being done. To eliminate OCD from the coding and abstracting entirely,
as is proposed, would mean (a) that no uniform system of classification
could be evolved, and hence no truly central reference system, and (b)
that no complete machine index of incoming intelligence documents could
be prepared - for what is everybody's responsibility is nobody's respon-
sibility.

4. It would be well, I think, for us all to recognize that the
time for sweeping reorganizations and blueprinting is largely past -
if we are ever to get down to work and produce. It is now time to
improve on the machine we have designed and assembled. It is just
beginning to produce results in which we may feel some justifiable
satisfaction, and all our effort should go into the making of adjust-
ments, elimination of creaks and groans, and improvement by means of
day-to-day hard work and experimentation. We should not now dismantle
the machine and start from scratch again.

JAMES M. ANDREWS

Office Memorandum • UNITED STATES GOVERNMENT

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TO :Assistant Director for [ ]d
Dissemination

FROM :Management Officer

DATE: 16 September 1949

Executive Registry
O-7802 -

SUBJECT:Agency Activities Relating to Abstracting and Coding of Intelligence Information.

Extension, but not embodied in this proposal is planned.

1. Problems relating to the subject activity together with a proposed solution are presented for your consideration and comment. The Management Office recognizes that the basic idea of abstracting and coding by production specialists is not new and that this idea has to a limited extent been successfully accomplished under OCD sponsorship. In view of this successful experiment, it is felt that an extension of this concept, as embodied in our proposal, is both sound and workable.

2. Present Agency organizational and functional statements allocate primary responsibility for abstracting, coding and indexing intelligence information to OCD. Three separate organizations within OCD are engaged in this activity:

    a. Library and Machine Methods Branch - General subject and area classification of intelligence information and limited abstracting of important documents.

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A total of approximately [ ] positions are authorized for the above stated activities, exclusive of the machine operations. By organizational separation of the activities, the same intelligence document may be processed by all three OCD organizations. (See Tab A for present procedural flow.)

quite possible. Maybe also by a dozen hands 9 ORE, OSI.

3. The production offices of the Agency (ORE and OSI) generally find OCD service of limited value. These reservations arise from one or more of the following basic deficiencies:

    a. The classification systems are not constructed so as to provide the information specifically requested by intelligence researchers, e.g., the library system makes no provision for detailed identification of scientific data.

Nonsure. It depends who you talk to in ORE. OSI.

    b. The Register information may be incomplete in critical areas while abounding in other areas, or it may not be current.

unavoidably true. Wear to whip backlogs and keep current.

[handwritten margin note: partially true - Hence our present system]

c. OCD professional personnel, <u>do not have</u> the area, occupational, or intelligence specialization to <u>analyze</u>, abstract, and code with the requisite accuracy. Also, OCD professional personnel are <u>far removed</u> from the intelligence production operation and are <u>not receiving</u> specific guidance from ORE and OSI.

[handwritten margin note: True in some areas - untrue in others.]

4. The inadequacies of OCD service have resulted in considerable duplication of effort:

a. All ORE and OSI researchers maintain some kind of card, clipping, or report information file. Little uniformity exists as to scope, procedures, or content of these researchers' working files.

[handwritten: True. Unavoidable. Every good researcher always does so, regardless of rules + regs.]

b. To remedy OCD service, a formalized procedure is in operation whereby ^(some selected) documents are abstracted and coded within ORE and OSI, then sent to OCD where IBM cards are reproduced and punched and a set of IBM cards are ^(in some instances) returned to ORE and OSI for researchers' files. This procedure ^(A) completely duplicates OCD activity in the tasks of coding, reproducing, punching, and tabulating and partially duplicates the abstracting task. (See Tab A, the present procedure, which points up the duplication of effort.) While <u>this service</u> is provided only to OSI and to one ORE desk [redacted] several other ORE branches have requested like service. OCD has had to refuse because of T/O and personnel limitations, *and also because time is needed to improve Intellofax operations, and to develop classification schemes.*

[handwritten margin note: Quite untrue]

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5. To improve the quality of Agency intelligence information services and to effect economies through eliminating duplication of effort, the Management Office proposes: (See Tab A for procedural flow.)

a. The tasks of coding and abstracting intelligence information, including biographic and industrial, be allocated to the substantive branches of ORE and OSI.

b. All OCD machine indexing operations be centralized in one branch and such branch activity be limited to machine operations.

c. All OCD information holdings, including biographic and industrial, be incorporated into the Library and servicing be accomplished by standard library procedures.

d. The ORE and OSI branches be assigned the responsibility of initiating changes in the classification systems, which changes will permit the most easy and most accurate satisfaction of their needs.

[handwritten: These are visionary "blue print" recommendations which would (a) either abolish Biographic + Industrial Registers functions or else transfer them on paper to the Library, and (b) destroy all hope of obtaining that uniformity in coding + classification which a central reference unit system can.]

[handwritten, right margin top: "...more ulteral but not today? The service unit self itself who we ask for this."]

e. The ORE and OSI branches supply with each request the appropriate codes, when such are required for information searches or machine listings.

f. The Liaison Branch, OCD, be assigned responsibility for facilitating the collection of all (including biographic and industrial) non-library data contained in files of other government agencies when so directed by ORE or OSI and according to capability in relation to NSC Direction and established Agency functions.

[handwritten, right margin: "Impractical"]

g. ORE researcher files be limited to that information required to complete currently assigned projects.

[handwritten, right margin: "Such rules are never enforceable."]

h. Outside request satisfaction be assigned as follows: (See Tab B for flow.)

[handwritten, right margin: "Impractical"]

(1) Listings	– Machine Methods Branch, OCD
(2) Facsimile copies of file information	– Library, OCD
(3) Intelligence information summaries and evaluations	– ORE-OSI

6. While only experience will determine manpower strength and allocation required to operate the proposed plan, it would seem that substantial manpower savings can be effected by adoption of this proposal. *[handwritten: "Maybe, but only at the price of eliminating services."]*

7. The Management Office recognizes that similar operations involving abstracting, coding, etc. of intelligence documents are currently being performed within Contact Branch – Office of Operations, Office of Special Operations and Office of Policy Coordination. However, it is felt that at this time, no effort should be made to incorporate these procedures into an overall Agency plan.

8. If it is felt that the above proposal cannot be implemented, consideration should be given to a modification of the present procedure whereby OCD would code and abstract only such information as is specified by ORE and OSI researchers with the concurrent elimination of all coding and abstracting in OSI and ORE.

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JAMES D. ANDREWS

Attachments (2)

[handwritten: "This "YES or NO" attitude is wrong – The problem is complex, and it is unrealistic to expect the ultimate solution will be all one way or all the other."]

MEMORANDUM

TO: Assistant Director for Collection and   DATE: 16 September 1949
           Dissemination
FROM: Management Officer

SUBJECT: Agency Activities Relating to Abstracting and Coding of
         Intelligence Information.

I do (Not) concur:_____ Date:_____
                Assistant Director for ORE

I do (Not) concur:_____ Date:_____
                Assistant Director for OSI

I do (Not) concur:_____ Date: 14 Oct 49   25X1
                Assistant Director for OCD

Next 1 Page(s) In Document Exempt

CENTRAL INTELLIGENCE AGENCY
OFFICIAL ROUTING SLIP

TO		INITIALS	DATE
1	Coordination Staff		
2			
3			
4			
5			

FROM		INITIALS	DATE
1	Management Officer		19 Oct
2			
3			

- [ ] APPROVAL
- [✓] ACTION
- [ ] COMMENT
- [ ] CONCURRENCE
- [ ] INFORMATION
- [ ] DIRECT REPLY
- [ ] PREPARATION OF REPLY
- [ ] RECOMMENDATION
- [ ] SIGNATURE
- [ ] RETURN
- [ ] DISPATCH
- [ ] FILE

REMARKS: Dephy Exec has requested mgmt coordinate with COPS and submit combined mgmt-COPS study and recommendations by 1 Dec together with any further comments desired by OCD, OSI & ORE.

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FORM NO. 30-4